



Consortium

Workshop Report from the CGIAR Consortium CapDev Community of Practice Annual Meeting 2014

September 10-12th 2014,

*CGIAR Consortium HQ, Montpellier, France
Organised by the CapDev Convening Committee*



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Introduction

The 2014 Annual workshop of the CGIAR Consortium CapDev Community of Practice was held from 10th -12th September 2014 at CGIAR Consortium Headquarters, Montpellier, France. The objectives of the meeting were:

- To update on, review and make further progress of CapDev initiatives and outputs:
 - To **share** promising practices, challenges, opportunities, ideas and plans to **learn** from each other on good practices, successes, failures, and opportunities for partnering
 - To understand and map out the **role of CapDev** to support activities, outcomes and to generate impact
- To develop an **action plan** for moving forward:
 - To develop a **clear impact pathway to reflect the vision for CapDev and how to operationalise it** across CGIAR
 - To discuss and agree on the **operational modalities, roles and responsibilities, and future operation** of the CapDev CoP
 - To discuss partnerships possibilities (both within the CG and CG-external), and how our CoP can/should/will engage with various initiatives and external partners

The workshop was attended by about 20 people representing CGIAR Centers, CGIAR Research Programs (CRPs), the Consortium Office and other programs such as ILAC (see Annex II for list of participants).

The workshop was planned by a CapDev Convening Committee comprised of Iddo Dror (ILRI), Diana Brandes (Livestock & Fish), Per Rudebjer (Bioversity), Simone Staiger (CIAT), Mehmood Hassan (ICRAF), Javier Ekboir (ILAC), Alain Vidal/Luis Solorzano (Consortium Office) and a facilitator Nadia Manning-Thomas. The agenda for the workshop was developed using the results of a survey that was deployed to capture the priorities and ideas of the CapDev community on what the meeting should cover, as well as key discussions by the Convening Committee on key topics to be covered. The agenda (see Annex III) was organised into three major themes:

- Day 1- Being strategic
- Day 2- Operationalising CapDev
- Day 3- Supporting CapDev: Building a community and a collection of tools

The workshop involved a variety of activities including presentations, card exercises, group work and discussions to facilitate the engagement of the community in sharing, learning, planning and decision-making.

A special online meeting was also organised on Thursday 20th March from 1:30-3:30 to offer an opportunity for interaction and discussion between CRP Directors or representatives and the CapDev Community of Practice.

This report provides an overview of the workshop sessions, focusing mainly on the key discussion topics, decisions and next steps. The presentations and other materials from the workshop are available on the CapDev Community of Practice Google site at: <https://sites.google.com/a/cgxchange.org/capacity-development/?pli=1>

Workshop Sessions

Day 1: Being strategic

In the **first session** of the workshop there were a number of activities to help **set the stage**. The workshop was opened by Alain Vidal, Senior Advisor on Partnerships and Capacity Development at the Consortium Office who welcomed all participants to Montpellier, CGIAR Consortium Headquarters and the CapDev 2014 workshop.

As a way for all participants to get to know each other better while doing a recap of CapDev activities that have been going on since the last meeting, participants were asked to join a Fishbowl activity. After instructions were given, four participants were asked to start off at the Center of the Fishbowl. Alain Vidal, Iddo Dror, Diana Brandes and Charles Kleinermann started off in the middle of the Fishbowl with each introducing themselves and answering the first question asked by the facilitator of **‘What has been happening since CapDev 2013 meeting?’** As other participants in the outer circle felt inclined to say something they were able to join the inner circle by replacing one of the four individuals in the inner circle where they could then also introduce themselves and make their points.

A few of the types of activities that have been going on that the participants shared include:

- Methodology development for needs assessment
- M&E for training
- Developing guidelines
- Fellowships
- E-discussion
- Calendar
- Tracer study
- Taking on ‘Adviser on CapDev and partnership’ role
- External review
- Writing manuals
- Continuous conversations
- Action research
- CoP
- Tools for making training effective
- Increasing financial support
- Lots of changes in CRPs
- No training unit
- Innovation systems
- Using ICT tools
- CapDev internal and with partners
- Capacity needs assessments
- Trainings
- Diagnosis with the stakeholders
- Advocating
- Hiring CapDev consultant to do review and vision for CapDev

A second question was also introduced during the activity which asked the participants to share and discuss **‘What is our vision for CapDev across CGIAR?’** Some of the elements put forward were:

- New skill sets, ways to engage core science, new approaches
- Units to provide support
- Enabling change
- Collective action
- Learning from partners and working in partnerships
- More practical training
- Developing new capacities to do new style of research
- Fellowships
- Alumni system—what are they doing
- Science agenda for Africa

- Well trained scientists to be agents of development
- Link with National partners
- New research approaches
- Distance learning
- Mainstreaming CapDev
- How we work together: sum is greater than the individual parts
- How research can change peoples' lives
- Common pool of resources
- Funding
- Vision for CoP= to collaborate more, share knowledge and skills and work together
- To influence the ambitions of CRPs
- Help scientists
- Who will implement CapDev- possible role of CapDev units
- Build on CapDev in Centers and CRPs already- even if not called CapDev
- Capacity to discover and deliver towards outcomes
- Help cross gap between research and development
- Wider definition on CapDev: transfer of KAS
- Better reporting
- Institutional spaces
- Mentoring
- Incentives

The exercise resulted in all participants introducing themselves, the sharing of updates on CapDev activities that have been happening in Centers, CRPs and at system level, and a rich set of discussions which revealed participants' perspectives and expectations.

Session 2 then focused on moving towards a CapDev strategy through understanding the Guidelines, providing any testimonials of use, looking at the feedback received and figuring out what needs to be done to improve the guidelines and their use.

Firstly, Iddo Dror gave an account of how the Guidelines were developed and outlined the 9 key elements that are included. He pointed out that while the Guidelines have nine elements, the expectation is not that all CRPS have to do them all, but that there should be a minimum investment to bring about CapDev.

He outlined a chronology of activities around the Guidelines development including:

- ✓ October 2013 Nairobi meeting, Chapter for SRF first conceived. To include CoP, collective initiatives and key messages
- ✓ December 2013- developed chapter for SRF. First version quite long, condensed into something smaller
- ✓ Early 2014- Convening committee discussed idea of Guidelines
- ✓ April 2014- Meeting in Montpellier of a small group to develop guidelines draft [Iddo, Per, Javier, Diana, Luis, Suresh, Frank]. Draft shared with the community
- ✓ June 2014- Officially sent to Frank-to send out to DGs and others. Developed a matrix for feedback
- ✓ July 2014- sought feedback from partners through GFAR supported consultation

Following this, Diana Brandes then described the reason for and the processes employed to get feedback on the guidelines. She highlighted the numbers of people, range of organisations and geographies as well as the trends in content of the feedback. She highlighted that feedback was received from Africa, Asia and Latin America which has now amounted to 35 pages of feedback which is available in both a consolidated feedback

document as well as in a summary of internal and external comments. The main trends in the feedback were a key focus on the following areas:

- How to operationalise the guidelines
- How to link to SLOs, Impact pathways, TOCs, metrics
- Some theoretical concepts not clear (e.g. Boundary partners)
- Detailed comments for each element

Additional feedback, questions, suggestions and testimonials of use of the Guidelines was also given by the participants, including:

- CCAFS likes the guidelines, especially the move away from sole focus on training
- Have helped with advocacy
- 'How to' is needed—maybe in a separate manual on how to operationalise
- Good timing for these to have been developed
- Broader than enabling link between research outputs and development outcomes
- Value statement developed in October 2013 could be made use of
- Who has responsibility for coordination is still not clear
- More content needed in the guidelines
- CCAFS does not think we need a longer document—best practices should be in a separate document
- Need a shorter document for decision-makers and a longer, practical doc for implementers
- Reference manual will help people with 'how to' and can contain all resources
- No section on CapDev in extension proposals template—but some CRPS did make use of the guidelines in writing their proposals (e.g. FTA, WLE)
- No responsible person for CapDev in CRPs
- Do we want a minimum? Dollar amount? Number of elements to be included
- 10% for CapDev? To support CapDev in CRPs coordinated by a CapDev coordinator in each Center
- Note: Guidelines does not equal financing training in Centers
- Guidelines are for funds to support CapDev of CRPs to do research for development
- Who has the capacity to do this in the CRPs?
- WLE model- separate CapDev category
- FTA includes CapDev in the 'coordination pot'
- Can we learn from Gender?
- RTB each activity has to allocate a % of budget
- Guidelines help all CRPs be at same level with CapDev
- CCAFS –review what they have been doing on CapDev. Should we all do this? Guidelines tell us what to look at—can provide a baseline
- Need same framework for tracking CapDev across CGIAR- guidelines could be the basis
- Need to move beyond with our tracking, than just numbers of people trained, numbers of male and numbers of female

At tables the participants were then asked to identify what the main priority for improving the Guidelines was, which yielded the following suggestions from the three tables:

1. Table 1.
 - a. Include assigning focal points for each CRP
 - b. Develop a Support Pack
2. Table 2.
 - a. Minimum threshold expected in each CRP
 - b. Aligning with measurement
3. Table 3.
 - a. Adding a template to report on what elements you are addressing and how.
 - b. Including being able to measure across CRPs using Guidelines

These priority areas would be revisited later.

Session 3 was a working session on moving towards a CapDev strategy with a specific look at the SRF and the section on CapDev. This session was opened with an explanation and update on the SRF process by Alain Vidal. Alain explained that there were a number of streams working on the SRF including:

- Consortium Office Science Team
- Reference Group of DGs- Chaired by Ann Tutweiler, DG of Bioversity
- Fund Council committees lead by four donors on three SLOs and one on cross-cutting elements (Gender, CapDev, Climate Change, etc.)

A key point was made that CapDev needs to have a common voice and a common message that goes through all these three streams.

He then presented the current version of the text that had been developed as the section on CapDev for the SRF. After some discussion, the section was divided into 4 sub-sections and participants were invited to sit at a table with their choice of section to work on improving it.

0. **Value Proposition:** Simone, Alain, Javier, Iman
1. **Guidelines Content- 9 elements:** Nicole, Joyce, Per, Amor
2. **Guidelines Annex/Support Pack**-How to support implementation: Ndeye Ndack, Iddo, Charles
3. **Guidelines Baseline and Measurement tool:** Jorge, Rosana, Mehmood and Diana

These revised sections were then presented to the plenary and discussed. After some discussion on further changes and improvements, the way forward for finalising the section on CapDev in time for submission to the Science Team by the end of the week was outlined with responsibilities established.

In **Session 4** the participants were then reminded about the priority areas for moving CapDev forward that had been identified earlier. After some discussion, three priorities were chosen to be discussed and plans developed. These three were then made the topics of group work where participants could choose which one they wanted to join and to develop a 'proposal' for how to move that area forward. The topics [and the group members] were:

1. Strengthening the guidelines content [Iman, Diana, Per Mehmood]
2. Developing a plan for an Annex or Support Pack to the Guidelines [Nicole, Joyce, Charles, Javier]

3. Formulating a plan for developing a Baseline and a Measurement tool based on the elements of the Guidelines [Iddo, Simone, Amor, Jorge, Ndeye Ndack]

The resulting action plans were presented in plenary and can be found in the table below.

1. Group report on Guidelines content:	2. Group report on Guidelines annex action plan:	3. Group report on Baseline action plan:
<ul style="list-style-type: none"> ➤ Identify volunteers ➤ List ,sort and categories comments along: substantive, cosmetic, structural, political ➤ Decide which ones to address ➤ Considering volume of work calculate time needed ➤ Finalise for approval ➤ Send out email responding to external and internal commentators-thanking them and indicating how their feedback was used in an accountability matrix and way forward. Also consider sharing this at FARA@15 	<ul style="list-style-type: none"> ➤ Glossary: explicit terms not well understood in guidelines review ➤ Examples- One for each element. 'CGIAR proofs of concept'. Based on paper by Simone, survey of CRP activities/clean list/identify best practices ➤ List of reference materials for I.P and CapDev (consider FAO modules) 	Baseline of CapDev activities along the 9 elements in CRPs including <ul style="list-style-type: none"> • Types of activities • Investments • Results-impact appreciation • Doesn't need to cover all activities- need to consider sampling in CRPs (and Centers?) • Good way to socialise the guidelines • Scanning of CRP reports
	Time frame= 2-4 weeks?/ 2 months	Results by June 2015 or next CoP meeting

Day 2: Operationalising CapDev

The second day of the workshop was focused on the ways in which CapDev could be operationalised across CGIAR with a special emphasis on the CGIAR Research Programs (CRPs).

To start off the day, **Session 5** started with a panel discussion for sharing experiences and examples of **implementing CapDev in CRP extension proposals**. The panellists and the questions they were asked were:

Panellists	Questions
- Simone Staiger, CCAFS	Q1. Please elaborate on what CapDev has been included in the extension proposal of the CRP you are working with.
- Per Rudebjer, RTB	Q2. Please describe the process by which CapDev was included in the extension proposal. And highlight any particular challenges, success, lessons and tips
- Diana Brandes, Livestock & Fish	

The participants were also invited to ask questions of the panel members and to share any experiences they had with getting CapDev to be included in extension proposals of CRPs they work with and the type of CapDev activities that were included. During the discussion some necessary conditions for CapDev to be included in proposals/flagships/activities of CRPs were identified, such as:

- Targeted lobbying at the right people
- Dedicated CapDev staff
- Some sort of pressure e.g. budget allocation
- Meetings to plan proposals/flagships
- Checkbox or template
- Interest of CRP Directors and willingness to listen and take risks
- Strategy

- Being prepared
- Documentation of what had happened in the last phase
- Partners to help to do it
- Engagement with CRP Directors and scientists. Keep it simple and offer help
- Studies and showcases across CRPs
- Requirement and budget allocation in 2nd call guidance document
- Guidance using the elements and examples
- Audit/mapping of CRPs and flagships- including what resources have been used and at what scale CapDev activities took place
- Sharing examples and experiences on guidelines and elements

Session 6 looked at **ways of implementing the strategy and exploring how to engage with and support the CRPs**, through an open discussion.

This session also provided time for planning what the group wanted to present and discuss with the CRP Directors who were joining the workshop through a virtual activity in the next session. In addition to the main plan established for the session, some key messages and questions were identified by the group to deliver to the CRP directors, including:

- We know you are doing a lot on CapDev but we need to make it more visible
- Update them on the process behind the guidelines: drafting, review, consultation, revision
- Share and explain the 9 elements—and fact that don't need to do all as all don't necessarily apply to all CRPs, but there should be a minimum
- CapDev is more than training
- What do you think of a check box in each stage of the upcoming processes?
- Any plans or ideas on staff or mechanism for coordination of CapDev activities
- Thoughts on a possible budget allocation such as 10% to help to make this happen across the board
- What can we offer?
- Need to keep innovating
- Partners are doing a lot
- Let's use consistent term= Capacity Development

Session 7 was a virtual session designed for **interacting with CRP directors to get feedback on guidelines and discuss how CapDev can be best supported in the CRPs**. Using BlueJeans the CapDev CoP was able to engage with representatives of nine CRPs including:

1. Eric Koper-Humidtropics
2. Tom Randolph- Livestock & Fish
3. Robert Nasi- Forest, Trees and Agroforestry
4. Bruce Campbell- CCAFS
5. Nate Matthews- Water, Land and Ecosystems
6. Graham Thiele- Roots, Tubers and Bananas
7. Richard Thomas- Dryland Systems
8. Karen Brooks- Policies, Institutions and Markets
9. Shoba Sivasankar- Dryland Cereals

The format of this session was as follows:

- Welcome and background to the meeting- Alain Vidal
- Question to the CRP Directors about their 'urgent CapDev needs'- Alain Vidal
- Introduction to the CapDev CoP and the work done on CapDev- Iddo Dror
 - Appreciation of attendance
 - History of the Guidelines
 - Explanation of each element
 - Description of process to get feedback on the elements
- Feedback, comments invited from CRP Directors
- Response to the feedback and points raised- Iddo Dror
- Introduction of some new ideas for activities and outputs on CapDev- Iddo Dror
 - Guidelines Annex and Support Pack
 - M&E Baseline and measurement tool based on the 9 elements
 - Resourcing for CapDev-possible budget allocation proposal
- Anything to guide us, leave us with or impress upon us?- Iddo Dror
- Thank you and Close of Session- Iddo Dror

The virtual session ran very smoothly and the CRP Directors provided very positive, encouraging and practical statements with regards to CapDev. The details of the responses and comments are available in a separate document available on the Google site.

Session 8 provided an opportunity to reflect on the previous virtual session with the CRP Directors and to consider **how to refine plans and implement the strategy based on ideas and feedback from CRP Directors**

The participants were asked to reflect on what they heard and observed from the session, and some of what they put forward was:

- Need for prioritisation-we can't do it all
- Need to focus on impact- how can we link to Impact Pathways and Theories of Change
- Need M&E indicators for products and outcomes
- No budget allocation such as 10% will be viable—we need to find ways to fundraise
- Little mention of internal learning
- Embedded model
- Coordination mechanisms need to be figured out
- Accommodate any proposed tools to the spectrum of CRPs
- Need strategy to be adopted

Switching gears to looking at how to get CapDev integrated and included in CRPS moving forward, the participants were exposed to the timeline of activities that will take place over the next few years and discussed ways in which CapDev could be included in each of these stages or activities.

Stages	How CapDev can be included
Revising SRF	Section on CapDev
Reporting on 2015	Strategy to reach the CRP Directors
Pre-proposals (Guiding doc)	Outreach strategy Checkbox for CapDev Budget allocation request Annex: CapDev guidelines
Consultation (Guiding doc, design)	Outreach strategy Checkbox? Looking for funding opportunities with partners Presentation on CapDev at Meeting in November in Brussels?
Full proposals (Guiding doc)	Checkbox Budget allocation Annex: CapDev guidelines

There were some discussions around:

- Which is the right stage to push CapDev?
 - o Pre-proposal template?
 - o In the consultation with partners to trigger inclusion of CapDev?
 - o Full proposal template?
- A possible joint strategy with other cross-cutting issues
- Linking with partners with a niche on CapDev

Day 3: Building a community

The third day of the workshop was dedicated to looking at the people, products and processes that would help to support the operationalization of the CapDev strategy and implementation of CapDev overall.

The operational modality of the CapDev Community itself was discussed in **session 9** to be able to chart a way forward for how the CapDev Community of Practice would more productively and sustainably support CapDev activities. To be able to appropriately do this the participants discussed different structural levels:

- **CapDev Community of Practice:** open to anyone working in or interested in CapDev. Can join through the Google sit and mailing list
- **CapDev CoP Steering Committee (SC):** including chair, ex-officio from CO, and 4 other members with different functions, and with gender and geography balance.
- **CapDev Annual Meeting:** individuals are nominated by DGs and CRP Directors, along with SC

There were some key discussions on the following aspects of operations:

- What is the mandate and role of each of the structures?
- How many members to have in SC? Viable number for voting? 4, 5, 6 or 7?

- Possible seat on SC for partner organisation
- How to do voting?
- How to replace people if they leave or change roles?
- How to elect Chair/Lead of the SC?
- How to maintain sustainability of SC by not having all members serve same time amount? People to indicate their willingness to serve one or two years
- People to self-nominate themselves to be considered in the voting
- Who is eligible to vote? Those who are nominated by their DG or CRP Director to attend the annual meeting
- SC members should gain commitment from their management to be able to give up to 10% of their time

Process and Results of the SC selection process:

During the CoP meeting, the participants unanimously elected Iddo Dror (ILRI/ L&F/Humidtropics) as SC Chair (for one year) and appointed Alain Vidal as an ex-officio member of the SC. It was agreed that 4 additional members would be elected via e-voting in the week following the CoP meeting.

Alain Vidal managed the voting process. 17 votes were collected out of 22 voters. The four elected members (with their mandate duration) are the following:

- Nicole Lefore (IWMI and WLE) : 14 votes (1 year)
- Mahmood Hassan (ICRAF and FTA): 10 votes (1 year)
- Javier Ekboir (ILAC): 9 votes (2 years)
- Per Rudebjer (Bioversity and RTB): 9 votes (2 years)

Together with Iddo Dror (SC Chair for one year) and Alain Vidal (ex-officio) there is a 6-member Steering Committee established to serve the CapDev CoP.

Some additional things that were considered important to look in to were:

- How to get more people engaged
- More functions and roles in CoP- researchers, communications
- Facilitation- both internal and external. Keeping people connected and agitating people to share
- Community assistant

The table below summarises the discussions and decisions made about the type of activities that are needed around CapDev and how and by who these will be carried out or supported:

WHAT	HOW	WHO
CoP Coordination	Steering Committee	To be elected
Sharing and Learning (including Annual meeting)	Email group Google site Broaden membership	Community of Practice
Carrying out tasks e.g. 1) Guidelines, 2) Annexes, 3) M&E, 4) Common product such as a MOOC	-Form taskforces -Involve others from CoP in joining taskforces	Annual Meeting

Interacting with Consortium and Political Process (Communicating as a community, big ticket item at Consortium level)	-Sharing what is going on across Consortium with CoP -CoP to be able to be involved in Consortium level activities and strategies	SC Chair and ex-officio member
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In **session 10** the participants looked at **tools and products to support CapDev across CGIAR** and developing concrete action items for CapDev CoP. The results of the discussions were a list of possible tools, products and concrete actions, including:

- Menu of what we do
- Job descriptions for CapDev positions
- Place to share resources
- Consortium website 'resources' page for partners and for CGIAR CRPs including Guidelines, Detailed cases, About CoP, News items related to CapDev
- Mechanisms to ask CapDev CoP/experts questions about CapDev
- Sharing resources, courses, consultants etc. within the CoP
- Developing a MOOC
- Making use of WikiUniversity for sharing resources on learning
- Repository of 'how to' information
- Training on CapDev, including looking at examples of the 9 elements, for CRP scientists and partners
- Common training modules
- Brochure on CapDev

The important topic of **how to engage with various initiatives inside and outside** was tackled in **session 11**. Iddo Dror and Alain Vidal outlined the interactions with a number of key partners over the past year including:

- GFAR
- TAP
- ONE Agriculture
- Change.org
- YPARD
- ICRA

Many of these partners were openly disappointed at not being invited to this meeting, but Alain had communicated with them that this meeting was to have some initial internal discussions but that plans would be made for a proper engagement with partners on CapDev.

It was pointed out by some of the participants that these are political partners of CGIAR and are not necessarily technical or content partners for CapDev. It was suggested that an inventory and analysis needs to be done of partners at various levels in order to understand and design a partnership strategy at:

- Consortium level
- CoP level
- CRP level

The way forward on this would be for the development of principles for engaging with partners as a starting point of a strategy to be developed by the SC and shared and discussed with the wider CoP.

In the final session of the workshop, members from the Consortium Office Senior Leadership Team were invited to join the CapDev CoP to hear what they had been doing during their workshop as well as future plans and to provide any feedback and suggestions. In attendance were Frank Rijsberman (CEO), Luis Solorzano (Chief of Staff) and Wayne Powell (Science Team Leader).

The last activity of the workshop was to summarise and agree on all of the **follow-up and future actions and next steps** from this meeting- which can be found in the table below.

WHAT Action	WHO	WHEN
Revise SRF section on CapDev	Alain and Nicole	By Friday 13 th September 2014
Revise the Guidelines - Use feedback to revise the Guidelines - Respond to the	Iddo, Iman, Per	To Alain by 15 th November—to be ready for FARA15
Develop Annexes to the Guidelines	Charles= Coordinator Javier= Definitions Mehmood (+ Simone) = Examples Nicole= List of resources	To Alain by 15 th November—to be ready for FARA15
Develop plan for Baseline and M&E activity - 1 pager concept note - ToR for Consultant	Jorge, Simone, Rosana, Javier [Other after September= Ndeye Ndack, Joyce, Rosana, Iddo]	Initial plan in time for Development Dialogues (22 nd September) To Alain by 15 th November—to be ready for FARA15
Formation of CapDev Steering Committee	Alain	Within two weeks
Communication with partners	Alain	Week of 15th September
Develop Principles for a CapDev Partnership Strategy	New Steering Committee	To Alain by 15 th November—to be ready for FARA15

More details of the steps and stages of each of these major action points can be found in the Action Points excel sheet on the CapDev CoP Google site at: <http://bit.ly/1sMP7kQ>

At the end of the workshop, the facilitator led the group in an **evaluation exercise** where participants had to share on an A4 piece four key items. An example of each is provided below and the full results of the evaluation are available on the CapDev CoP Google site at: <http://bit.ly/1vuAvbK>

- **Aha! Moment:** “Knowing what the CRP leaders want from us”
- **What you liked:** “Having a clear set of activities moving forward to sustain momentum”
- **What you will do as a result of the meeting:** “Promote CapDev with CRPs and partners”
- **Things to change for the next meeting:** “4 days for annual meeting not 3! We needed one more day”

The workshop was closed by Alain Vidal who thanked everyone for their commitment and participation and wished all a safe journey.

Annex I: Resources and References

The CapDev Community of Practice Google site can be found at:

<https://sites.google.com/a/cgxchange.org/capacity-development/home>

A number of key resources are available on the Google site set up for the workshop:

<https://sites.google.com/a/cgxchange.org/capacity-development/documents>

Annex II: Participants

Participant	Representing
Simone Staiger	CIAT, CCAFS
Per Rudebjer	Bioversity, RTB
Javier Ekboir	ILAC
Iddo Dror	ILRI, Humidtropics
Diana Brandes	Livestock and Fish
Joyce Maru	ILRI
Iman Kafass	Dryland Systems
Charles Kleineremann	ICARDA
Nicole LeFore	IWMI, WLE
Ndeye Ndack Diop	GCP
Amor Yahyaoui	CIMMYT, MAIZE, WHEAT
Alain Vidal	Consortium Office
Mehmood Hassan	ICRAF, FTA
Jorge Andrade	CIP, RTB
Nadia Manning-Thomas	Consortium Office (Facilitator)

Annex III: Agenda

Workshop Agenda- Overview |

Timing	Pre-workshop Tuesday 9th	DAY 1- Wednesday 10 th ~Being strategic ~	DAY 2- Thursday 11 th ~ Operationalising CapDev ~	DAY 3- Friday 12 th ~ Building a Community ~
8:30		Leave Hotel for CGIAR Consortium HQ	Leave Hotel for CGIAR Consortium HQ	Leave Hotel for CGIAR Consortium HQ
9:00-10:30		Session 1: Workshop opening. Setting the stage <ul style="list-style-type: none"> Welcome and setting the stage from the Consortium (FishBowl on) Update and guidance for making progress on CapDev activities and discussing the CapDev Vision 	Session 5: Panel for sharing experiences and examples of implementing CapDev in CRPs and extension proposals (process to get included + types of activities)	Session 9: Operational modality of CapDev Community
10:30-11:00		BREAK	BREAK	BREAK
11:00-12:30		Session 2: Towards a CapDev strategy- reviewing the Guidelines, looking at the feedback received and figuring out what needs to be done	Session 6: Implementing the strategy- exploring how to engage with and support the CRPs	Session 10: Looking at tools to support CapDev across CGIAR and developing concrete action items for CapDev CoP.
12:30-1:30	CapDev Convening Committee meeting (1-5 p.m)	LUNCH	LUNCH	LUNCH
1:30-3:30		Session 3: - Towards a CapDev strategy <ul style="list-style-type: none"> Looking at the SRF contribution Strengthening the Guidelines (working session) 	Session 7: Interacting with CRP directors get feedback on guidelines and discuss how can be best supported [VIRTUAL SESSION WITH CRP directors]	Session 11: How to engage with various initiatives inside and outside
3:30-4:00		BREAK	BREAK	BREAK
4:00-5:30		Session 4: - Towards a CapDev strategy- putting flesh on the Guidelines <ul style="list-style-type: none"> Mapping examples onto Guidelines-bus stop exercise Presentation of some good examples of CapDev activities in CRPs mapped to guidelines 	Session 8: How to implement the strategy and set up an impact pathway- refining plans based on ideas and feedback from CRP directors	Session 12: Summary to and discussion with CO leadership
Evening Activity		Bus will leave for hotel at 6:00	Bus will leave for hotel at 6:00 Group dinner at 8:00 at restaurant in town	Cocktail with CO leaders 5:30-7:00 Bus will leave for hotel at 7:00